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31 JUL 1957

MEMORANDUM FOR: Acting Deputy Director (Support)

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SUBJECT: Agency Annual Average Strength

1. This memorandum is for information. Particular attention is invited to paragraph 4.

2. For the past several years the Recruitment Program of the Office of Personnel has been devoted both to replacing attrition and to filling the gap between Agency strength and ceiling. This gap has now been closed except for a few special areas. Assuming no ceiling change, the new recruitment program should be aimed at replacing attrition only.

3. The most efficient plan for any recruitment schedule designed to replace attrition only should take into account these important factors:

a. Annual Agency attrition amounts to about staff personnel, 27% of whom are GS-9 and above, and 73% are GS-8 and below.

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25X9A2 b. Attrition in GS-9 and above is replaced both by promotion from the lower ranks, and by direct recruitment outside the Agency. Since this outside replacement will be relatively small (about a year), and fairly constant throughout the year, it can be successfully handled on a one-for-one basis.

c. Attrition in GS-8 and below, on the other hand, must be almost completely replaced by outside recruitment. This replacement must cover not only direct attrition through separations of such personnel, but also indirect attrition through promotions. To satisfactorily replace this dual loss will necessitate bringing on duty annually around personnel, grade GS-8 and below.

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d. Most of the GS-8 and below group come on duty in June and July after school is out. This causes the Agency strength to increase in the summer months.

e. To satisfy the minimum work force requirements for trained clerical personnel, strength of the

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Document No. 18

 No Change In Class. Declassified

Class. Changed to: TS S (C) 1989

Next Review Date:

Auth.: HR 70-3 Approved For Release 2002/05/08 : CIA CTP 8-04718A002400110044-7

Date: 22 JAN 1979

By

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Approved For Release 2002/05/08 : CIA-RDP78-04718A002400110044-7

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[redacted] cannot be permitted to drop below [redacted] because all clerical personnel must complete the Agency training course prior to being assigned to the work force.

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4. Bearing these factors in mind, we plan to permit the Agency strength to exceed the authorized ceiling of [redacted] in the summer, and to compensate for this overage by dropping below ceiling in the winter to a minimum of [redacted] work force strength and [redacted] Interim Assignment strength - Tab A. The maximum strength would be controlled in such a way that average monthly strength for the Agency during any twelve month period would be no more than the authorized ceiling (Tab B).

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5. Adoption of the annual average strength concept proposed in paragraph 4, above, will permit the Office of Personnel to keep the Agency authorized work force close to full strength at all times, and still allow the Personnel recruitment program to be carried out in an efficient manner.

lsl Gordon M. Stewart

Gordon M. Stewart
Director of Personnel

Attachments:

- Tab A - Recommended Annual Strength Pattern for Maintaining the Annual Average at Ceiling
- Tab B - Ceiling Deviations Under Annual Average Manpower Concept

Distribution:

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[redacted] (26 Jul 57)
Jul 57) rewritten

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